



Greater
Hume
Council

Operational Plan Review



Q4, 2019/2020




1: Leadership and Communication





Objective: We lead a vibrant, connected and inclusive community.


1.1: Leadership and advocacy is demonstrated and encouraged in our communities

1.1.1: Plan and lead good governance having a clear framework for strategic planning, policies, procedures and service standards and financial sustainability with effective financial management that is transparent and accountable


DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
1.1.1.1	Establish and implement a structured policy review process including subscription to legislative updates service	Continue structured policy review process	90%		Policy review progressing with new and amended policies reported to Council progressively. Total of 19 policies reviewed to 30 June 2020	Director Corporate & Community Services
1.1.1.2	Modify the structure of Council's budget to align with the themes and strategies established in Council's IP&R planing documents	Review budget process and commence development of a new budget structure to align with IP&R planning documents	25%		Structure of Council's budget continues to be refined and improved. The matter was considered as part of the 2019/2020 budget process however no provision has been made for the purchase of dedicated budgeting software. Management will endeavour to achieve alignment via	Director Corporate & Community Services



DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
					the existing spreadsheet based budget.	
1.1.1.3	Implement best practice financial management processes	Complete Council's annual financial statements in accordance with accounting standards and audit requirements	100%		Financial Statements completed and lodged with all statutory requirements met	Director Corporate & Community Services
		Update Council's Long Term Financial Plan on an annual basis taking into consideration other Resourcing Strategy documents and Delivery Program requirements	100%		LTFP updated in line with adopted 2019/2020 budget	Director Corporate & Community Services
		Review Council's loan portfolio to ensure appropriate borrowing levels are maintained and infrastructure spending maximised	100%		Future loan borrowings adopted as part of budget adoption process. Potential increases to current borrowings will be considered if other projects arise, subject to Council endorsement.	Director Corporate & Community Services

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
1.1.1.4	Actions and strategies detailed in Council's IP&R plans are implemented and status reviews presented to Council on a quarterly basis	IP&R status reports presented to Council on quarterly basis	100%		Achieved and ongoing	General Manager
1.1.1.5	Implement effective governance strategies	Progressively implement strategies outlined in Council's Fit for the Future Improvement Action Plan	100%		Initiative continued on an ongoing basis.	General Manager
1.1.1.6	Maintain effective and open complaints handling processes	Undertake effective investigation and resolution of complaints	100%		Customer Action Request reports submitted to Council monthly. Staff continually working on ways to improve responsiveness and reporting.	Director Corporate & Community Services
1.1.1.7	Implement effective risk management programs to minimise Council's exposure to risk and ensure continuity of critical business functions	Review Council's Integrated Risk Management Plan and develop and implement supporting processes to ensure ongoing integration of risk management principles into	75%		Ongoing continuous improvement plan in place	General Manager


DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
		Council's day to day operations				
1.1.1.8	Implement organisation wide service and efficiency reviews	Implement service and efficiency reviews in accordance with Council's Fit for the Future Improvement Action Plan	100%		Audit of stores management conducted with an improvement plan implemented.	General Manager

1.1.2: Council is responsive to community needs and priorities





DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
1.1.2.1	Engagement by Council to demonstrate Council leadership	Continued implementation of the GHSC Communication Plan	100%		Work progressed with audit of entrance and town signage undertaken. New tourism website, consolidation of library Facebook pages progressed by E A Gov, Tourism and Promotions. Community newsletters produced Spring and Autumn. Business e-newsletter issued four times a year. Tourism updates issued bimonthly. Template newspaper advertisements. Council News (decisions actions from monthly council meetings) issued to community newsletters. Customer Service Policy updated July 2019. Letterhead in use across all departments. Email signatories reflect current branding. Automated reply 'thank you for your email' for emails received at mail@greaterhume.nsw.gov.au. New power point template. Community engagement template is used deemed by senior management to require a CET. Public forum prior to Council meeting held (prior to COVID-19) and mechanism continues in writing. Business forum (Business After Hours) held October 2019. Health and Wellbeing Alliance meeting held second quarter 2019.	Executive Assistant

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
1.1.2.2	Improve community attendance at Council meetings and provide greater contact with local councillors	Facilitate the advertising of information regarding Council meetings and events in accordance with legislation and time requirements and include on Council's website	100%		All statutory obligations met on an ongoing basis.	General Manager
1.1.2.3	Improve community attendance at Council Meetings and provide greater contact with local councillors	Hold a minimum of two Council Meetings per annum at venues other than Culcairn or Holbrook	100%		November 2019 meeting held at Henty and March 2020 held at Lankeys Creek	General Manager

1.1.3: Successfully engage Australian and State governments to advocate on issues important to the community

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
1.1.3.1	Councillors and senior staff represent the interests of Greater Hume Shire to State and Federal members and government departments	Lobby State and Federal politicians on issues of importance to our community	100%		Representations made on relevant issues including; Developer contributions for State Significant Developments; Election Costs; Emergency Services Levy; Bushfire funding; COVID issues	General Manager




1.1.4: Strong relationships and effective partnerships



DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
1.1.4.1	Lobby Australian and State governments for increased funding	Meet with local Australian and State government parliamentarians at least annually	100%		Greater Hume Council participated in meeting with Federal parliamentarians in Canberra in September and State Parliamentarians in Sydney in February.	General Manager
		Actively participate in Local Government NSW Annual Conference	100%		The Deputy Mayor and one Councillor along with the Director Corporate and Community Services attended.	General Manager
1.1.4.2	Cooperatively work with surrounding councils to identify where resources and costs can be shared	Continue as an active participant in REROC / JO initiatives	100%		General Manager continues to be the convenor of the REROC Workforce Development Group and the GM and Mayor have attended all RivJO/REROC meetings.	General Manager
		Continue current programs.	100%		Council maintains strong relationships with Albury and Lockhart Councils sharing resources in the following areas; Albury waste - museums Lockhart - Road Safety	General Manager
		Joint spray sealing contract procured AlburyCity - waste -				

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
		museums Lockhart - Road Safety Officer, Youth Officer, Joint Spray Seal Operator			Officer, Youth Officer, Joint Spray Seal Contract. Closer working relationships have been developed with Snowy Valleys following the January bushfires with joint recovery initiatives undertaken.	

1.2: There is open and two way communication both with communities and within our communities, the community is consulted on decisions that effect them and consultation processes are inclusive



1.2.1: Accessible and inclusive Communications Strategy and active use of the Community Engagement Toolkit and Council's website is accessible



DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
1.2.1.1	Implement the planned community engagement processes using various communication strategies	Maintain membership of community engagement peak bodies and networks	100%		IAP 2 membership renewed. No attendance at network events this quarter due to bush fire and COVID-19. Membership renewed. Participation in online engagement forums planned.	Executive Assistant
		Relevant staff to undertake IAP2 and/or other community engagement training	100%		Community Engagement Toolkit used where projects are deemed by management to require CET. Website is accessible.	Executive Assistant
		Councillors training plan includes IAP2 community engagement training module	0%			Executive Assistant






DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
		Develop two Council newsletters (Autumn and Spring) and rates notice insert whilst ensuring effective and targeted content	100%		Achieved	Executive Assistant Tourism & Promotions
		Investigate contemporary community engagement techniques to establish a reference group for the testing of proposed projects and ideas	100%		Utilising Have Your Say page on website for public exhibition of strategies and plans. Toolkit used for strategy considerations for town and entrance signage program. Complementary posts to social media Facebook page.	Executive Assistant




1.3: Residents feel a sense of belonging, are able to reach their potential, work productively, and there is a sense of mutual respect, inclusiveness, ownership and pride in their community

1.3.1: Councils values, actions and decisions are inclusive. Access and Inclusion Reference group established Community Health and Wellbeing Alliance continues

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
1.3.1.1	Acknowledge all volunteers and those providing welfare, and genuinely engage them in council decisions, policy and meaningful dialogue to improve outcomes for those that are disadvantaged.	<p>Invite volunteers to present information about their work to council</p> <p>Seek out opportunities to support welfare work through funding, special grants & material aid</p>	100%		Pre COVID-19 plan was to invite volunteers to May meeting to coincide with National Volunteer Week and select 2 volunteer groups/individuals from each main town to present on their group and what they have been doing. As this is no longer able to happen an agenda item to recognise and acknowledge the work of volunteers with information about the 8 selected groups to go to the May meeting. Additionally information to be provided on website and facebook page	Manager Community Services
1.3.1.2	Undertake work to ensure that young people, people who are disadvantaged,	Establish a process/system for young people, people who are disadvantaged	75%		Ongoing consultation with high schools continuing. A further six students from Billabong High have been	Director Corporate & Community Services

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
	and people with a disability can exercise their rights as equal citizens in areas such as council elections, council meetings, council consultation processes, council policy, and membership of councils committees involving community representatives and in making complaints.	and people with a disability to participate on the Youth Council and participate in decision making processes.			appointed to the Youth Advisory Committee	
1.3.1.3	Implement Greater Hume Shire Disability Inclusion Action Plan (DIAP)	Promote NSW Carers Charter and Carers rights to GHSC Staff	0%		No specific action on this matter	Manager Community Services
		Progressively audit Council functions, facilities, services and information sources against Access to Premises Standards and other relevant standards for inclusiveness and implement recommended improvements	100%		All Council offices and libraries have been assessed and access stickers installed at the entrance to each.	Manager Community Services

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
		Engineering and Environment staff apply the provisions of the Disability Inclusion Act and Continuous Accessible Path and Travel (CAPT)	100%		Provisions of the act are being implemented as required in designs and works being undertaken where appropriate	Director Engineering
		All new signage is compliant with the provisions of the Disability Inclusion Act	100%		All new signage is being made to meet requirements of the act	Director Engineering
		Review GHSC employment HR policy and processes for inclusiveness	100%		Recruitment & Selection policy updated December 2019	Manager Corporate Services
		Include inclusiveness in the Workplace Inspirations Day	100%		Another very successful Work Inspiration Day was held on the 18 October showcasing some of Council's Trainees.	General Manager
		Customer Service Staff are aware of the resources needed to respond to PwD/Carers	100%		Access at a glance assessment assessed customer service staff. All staff assessed were aware of services available.	Manager Community Services


DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
		GHSC Policies and procedures reflect the needs of PwD/Carers	100%		Policies updated and amended as required	Manager Community Services
		Criteria for Council Community grants includes diversity, accessibility and inclusiveness	100%		Policies require accessibility and inclusiveness are assessed as one of the criteria.	Manager Community Services
		Support and resource DIAP reference group	100%		Reference groups established. Meeting in December cancelled due to insufficient numbers. Dates for Q3 & Q4 set	Manager Community Services


2: Healthy Lifestyle


Objective: we create health, inclusive and resilient communities, acknowledge or volunteers and value our youth.




2.1: Welcoming, resilient and involved communities

2.1.1: Welcome people from diverse cultures to live, work and settle in Greater Hume Shire



DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
2.1.1.1	Encourage more residents to be involved in the Greater Hume Shire and events	Continue to rotate the Australia Day function across towns in the shire	100%		Australia Day 2020 in Greater Hume was held at the Culcairn Recreation Ground, Culcairn, it was a fabulous ceremony, with over 500 people attending. Some of the highlights were the inspiring addresses given by our Australia Day Ambassador, Bob Turner, captains of Billabong High School, April Kennedy and Elisha Muller, Justin Clancy, Member for Albury and Cr Heather Wilton, Mayor, Greater Hume Council. The Australian flag was jointly raised by Lincoln Wright, Culcairn Public School Captain	Executive Assistant Tourism & Promotions




DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
					and Vincent Cheng, Saint Josephs Primary School Captain and Jacob Wilksch performed during the ceremony. Elizabeth Papworth, Holbrook and Edith Ventura, Henty were given a warm welcome as new Australians during a citizenship ceremony conducted by Mayor, Councillor Heather Wilton. Congratulations to all the award nominees and winners who were recognised for their hard work on behalf of the Greater Hume community.	
2.1.1.2	Provide and promote a range of cultural and personal development opportunities for youth	Implement actions and projects detailed in the annual youth plan	70%		All actions not completed due to COVID-19. Major programs including Youth Week 2020 scheduled to be held during the April school holidays were postponed until later in the year. A	Team Leader Library & Youth Services

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
					second wave of COVID-19 looks like there will be no further Youth programs held for the year.	
2.1.1.3	Develop partnerships with schools and other community organisations to deliver and promote targeted health and wellbeing programs to youth	Regular communication with local high schools to establish need and partnership opportunities	100%		During Q4 there has been extensive communication with both Billabong High School and St Paul's Lutheran School Walla Walla teaching staff. Despite the COVID-19 pandemic Library & Youth Services Team Leader and Youth Officer have been able to continue to communicate with teaching staff via Zoom. Meetings have included establishing a detailed schedule for the SCCF (R3) project - Adulting 101 and ensuring school based Youth Advisory Committees continue to flourish and do not disband due to a lack of physical presence of the Youth Officer. Youth Officer has commenced	Team Leader Library & Youth Services

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
					working with the Holbrook Community group to ensure young people are given a voice in the planning for the Healthy Town Project. From this communication strong relationships and networks have been formed.	
2.1.1.4	Recognise the contribution of volunteers in communities and assist with recruitment and retention	In National Volunteer Week each year, acknowledge and celebrate the shire's volunteers	100%		Refer report to May 2020 Council Meeting	Manager Community Services
		Work Health & Safety volunteer induction and training provided	0%		Training provided bi annually (i.e. 2021/2022)	General Manager
		Provide advice and support to volunteer community organisations in governance and financial management	100%		Ongoing. Liaising by way of correspondence provided to committees of council in respect of financial reporting and the provision of assistance as they require.	Manager Corporate Services




2.1.2: Local education and local career opportunities



DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
2.1.2.1	GHC to lead and exercise responsibility as an equal opportunity employers and community leaders to work with others to enhance local employment and mentoring opportunities for young people, people who are disadvantaged, and people with a disability.	Review the application of EEO principles across all areas of council	0%		Some work has commenced in relation to the development of an updated EEO Management Plan and will remain a high priority for the People & Culture Officer. Scheduled to be completed by 31 March 2021	Director Corporate & Community Services
		Continue to support traineeships for local young people	60%		Council has engaged Trainees / Cadets in the areas of Water & Wastewater, Children Services and Finance. Arrangements are underway with St Pauls College Walla Walla for the engagement of two Yr 11 students under the School Bases Traineeship program however finalisation of the program has been delayed by the impacts of the COVID-19 pandemic and	Director Corporate & Community Services

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
					resultant school closures	
		Participate in regional youth focused mentoring programs	100%		Emily Jones and 8 Billabong Students went to Wagga Wagga CSU and participated in 2019	Manager Community Services
2.1.2.2	Work with TAFE and other Registered Training Organisations to provide entry level certificates and qualifications locally.	Continue to support VET providers in the local community.	100%		Changes to TAFE NSW has meant that no training programs are running through our libraries, however, video conferencing facilities remain. An assessment was carried out in December. Continue to liaise with other VET providers for traineeships.	Manager Community Services
2.1.2.3	Maintain contemporary information and computing technology facilities for education purposes.	Undertake an annual review of GHC community ICT facilities to monitor use, value and upgrade as required	100%		Reviewed as part of annual planning processes and current budget process for 20/21 for libraries and children services.	Manager Community Services


2.2: We have services to promote and deliver health and wellbeing for all ages

2.2.1: Continue the Community Health and Wellbeing Alliance and implement the CH&W Plan




DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
2.2.1.1	Facilitate mental and physical health awareness information	Partner with community organisations and health services to deliver a mental health program in October each year	100%		Mental Health Grief and Loss Weekend in Henty October 2019, GHC partnered with Henty LHAC with funding support through Murrumbidgee health.	Manager Community Services
		List health and wellbeing events and links to community health services on the GHSC website	100%		NDIS information sessions promoted Health & Wellbeing meetings planned and promoted. Healthy Towns plus range of youth mental health and other events promoted as required	Manager Community Services
2.2.1.2	Greater Hume Shire Council becomes a health promoting shire	GHSC supports and approves the actions of the Community Health and Wellbeing Alliance	100%		Council support provided to NSW transport for extension of point to point transport trial, which has been successful. Supported and participated in	Manager Community Services

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
					Compassionate Communities program in Culcairn. Alliance meetings and resulting actions postponed due to COVID restrictions	
		Undertake a review of the Community Health & Wellbeing Plan	0%		No action on this matter during 2019/2020. To be undertaken in first half of 2021	Manager Community Services
2.2.1.6	Develop partnerships with local health services to plan & implement key health promotion initiatives: injury prevention, farm/work safety promotion, cancer prevention (particularly skin cancer prevention) & active community (physical activity promotion and nutrition).	Engage the Community Health and Wellbeing Alliance in health promotion initiatives and support local, regional and national programs	75%		Culcairn Healthy Town 2019 successful winners... range of programs and additional activities completed. Youth, aged, mental health programs incorporated into libraries, youth and children services programs. Holbrook successful in Health Towns nomination and programs to be implemented subject to COVID restrictions	Manager Community Services


2.2.2: Develop a Greater Hume Shire Youth Plan and continue Youth Advisory Committee

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
2.2.2.1	Provide training and mentoring opportunities for young leaders	Implement a young leaders training and mentoring action program	70%		Due to COVID-19 training and mentoring opportunities for young leaders has been difficult to continue. Youth Advisory Committee members at Billabong High School were assisting the Youth Officer with running Youth Week 2020 which would have provided the opportunity for their leadership skills to improve. Take Charge Leadership forum was planned for May 20 however, postponed to August and now will be held in March 21. Young people were encouraged in May to take part in the Push Up Challenge promoting Youth Mental Health Awareness.	Team Leader Library & Youth Services



2.2.3: Continue to support the enhancement of children services across the Shire

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
2.2.3.1	Continue to review adequacy of existing childcare services and identify gaps in the provision of services according to the needs of local families	Undertake a biannual review of existing childcare services provided through engagement with preschools and other children's services	100%		Review of FDC services and Henty and Walla Walla services completed in December 2019,	Manager Community Services
2.2.3.2	Ensure that Greater Hume Children Services remains a relevant and reliable service	Implement the Greater Hume Children Services Strategic Plan including the implementation of a targeted marketing strategy	100%		Strategic plan implemented and reviewed in line with new centre based services Henty, Walla Walla and Holbrook.	Manager Community Services
		Monitor operations of centre based Henty and Walla Walla Children Services	100%		Operations of the Walla Walla and Henty childcare centres is ongoing. Council has also taken over operations at the Holbrook Early Learning Centre.	Director Corporate & Community Services

2.2.4: Develop a Memorandum of Understanding with Community Transport provider to improve community transport outcomes


DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
2.2.4.1	Establish effective local community transport options	Support the ongoing Community Transport Reference Group and provide advocacy where required	100%		Support for improved transport services provided and point to point service proving to be well used and successful in better meeting needs of communities.	Manager Community Services

2.2.5: Advocate for safe work practices and employment standards

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
2.2.5.1	Implement best practice human resource policies and strategies to attract, engage, develop and retain the best and highly skilled staff to strengthen workforce capacity	Implement the strategies from the Workforce Management Plan	75%		This is an ongoing task and will remain a priority in 2020/2021	Director Corporate & Community Services
2.2.5.2	Provide a safe work environment	Integrated risk management system developed and implemented	75%		Risk Management System continually reviewed and improved where practicable. Quarterly meetings continue to be held. Last meeting held 14 March 2020. Meeting scheduled for June held in July due to COVID restrictions.	General Manager



2.3: Volunteering is inclusive, well acknowledged and supported

2.3.1: Council acknowledges, partners and supports community committees and organisations and celebrates volunteering

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
2.3.1.1	Support self-help/support and interest groups such as mens shed, friendly visiting, craft groups and service clubs to be sustainable, accessible and inclusive.	Continue to acknowledge and work with local groups assisting with funding and resources to ensure there are accessible, affordable and inclusive.	100%		Continue to partner with various groups, attend community development committees providing advice and updates.	Manager Community Services


2.4: Our residents feel safe

2.4.1: Street lighting is effective and energy efficient



DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
2.4.1.1	Implement the street light installation priority program	Continue the installation of new streetlights in accordance with the agreed priority program	50%		New LED streetlighting in all towns and villages are planned to be installed in last quarter of 2020. We are currently planning to have additional lights requested by the community to be installed as part of the LED rollout following discussions with Essential Energy. The only lights that have been requested but wont be installed are where new poles are required. We will revisit those sites once the rollout is complete	Director Engineering
2.4.1.2	Expand the utilisation of solar powered and LED technology in streetlighting	Work with REROC to seek agreement with electricity authorities to implement LED	100%		All Existing streetlights to be replaced with LED later this year as part	Director Engineering

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
		technology for new and existing streetlights			of Essential Energy Statewide Program	

2.4.2: Implement Council's Road Safety Strategy


DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
2.4.2.1	Work with RMS, Lockhart Shire and the community to implement the Roads Safety Strategy	Implement the Road Safety Strategy annual priorities	100%		All priorities are being implemented as programmed	Director Engineering



2.4.3: Engage community in developing and expanding accessible pedestrian cycle ways and walking track networks



DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
2.4.3.1	Council to investigate opportunities and invest in liveability infrastructure such as recreation facilities, cycleways, footpaths, recreational walking tracks	Implement actions from existing four year cycle ways plan	10%		No funding received this year, All projects relodged in next years Active Transport Program, Next years program announcement expected in August 2020	Director Engineering
		Implement actions from existing capital works program	25%		Discussion with Albury City on proposed Lavington to Jindera shared path has continued. Options looking at cost and possible funding of the path are being investigated. Covid restrictions have restricted further work at this time	Director Engineering

2.5: Council provides learning and development opportunities for all

2.5.1: Community spaces allow our residents to learn and engage

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
2.5.1.1	Investigate feasibility of developing additional libraries within the shire or improving access to library facilities and information services	Investigate alternative methods of service delivery to rural and remote communities	100%		During Q4 libraries have improved transitioned from providing programs and services within the physical library building to a blended service model. Library are now working closely with Riverina Regional Library to establish a strong online presence using social media platforms Facebook and Instagram to deliver online storytime and holiday programs. The move to services online has been recognised through analytics as positive with increase reach, likes, and engagement.	Team Leader Library & Youth Services

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
		Create and promote traditional and online library services	100%		Due to COVID-19 and social distancing rules no programs have been delivered to a specific community this quarter. However, this action was completed in Q3.	Team Leader Library & Youth Services
		Investigate and implement new and innovative programs in Council's libraries	70%		Due to COVID-19 no children programs were delivered in conjunction with RRL during the April school holidays. Staff at this time were working out the move to online services providing storytime sessions. Australian Library Information Week - National Simultaneous storytime was celebrated online with a story, staff dressing up as divas, a chook and a dog. This was well received by customers.	Team Leader Library & Youth Services

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
		Promote existing programs to increase library participation	70%		No library membership and participation not reported on for Q4 due to COVID-19. Library participation was not really able to be measured and the mobile library service was off the road for refurbishment and due to COVID-19 social distancing rules and regulations.	Team Leader Library & Youth Services
2.5.1.2	Create an environment that attracts and enables caring and qualified staff	Library staff to attend a minimum of two training information days with RRL annually	100%		<p>Library staff have not attended two training days due to COVID-19 however, have completed numerous professional development online opportunities during Q4 including:</p> <p>PDF Form development training</p> <p>Word Training</p> <p>Basic Zoom Training</p>	Team Leader Library & Youth Services



DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
					Cultural Competence Training	



3: Growth and Sustainability



Objective: We are revitalising our communities, welcoming visitors, growing our economy and promoting the lifestyle, culture and heritage offered in our communities.



3.1: We have prosperous and diverse local businesses and a growing economy

3.1.2: Partner with local, state and national departments and organisations to grow and expand accessible and inclusive local business

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
3.1.2.1	Promote industrial development to enhance employment opportunities	Promote the existing industrial land development at Holbrook and Jindera	100%		Strong interest in both the Jindera and Holbrook Industrial Estates has triggered the need for small extensions in both subdivisions.	General Manager
		Assess development opportunities for industrial land development elsewhere in the shire	100%		Jindera Industrial Estate Signage erected. A total of 21 tenants participated in the program. Enquiries and sales of industrial land at Jindera and Holbrook have continued throughout the year.	Executive Assistant





DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
					Report presented to Council May 2020.	
3.1.2.2	Encourage and support local businesses to enhance employment opportunities	Implement Stage 3 Buy Local in Greater Hume campaign	100%		Stage 3 investigated a EFTpos Gift Card initiative for use in Greater Hume, but unfortunately due to insufficient take-up by spend points and load up points across the shire, project has not progressed. Buy Local in Greater Hume Facebook page has 393 followers.	Executive Assistant
		Review Council's procurement practices to promote local purchasing where a fit for purpose and cost effective option is available	100%		Vendor Panel continues to be expanded to encourage registration by local contractors, suppliers and trades. Procurement Officer trialled for 12 month period with the view of centralising purchasing to ensure best value.	General Manager

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
					Procurement practices particularly compliance with policy and procedures continues to improve significantly.	
		Promote and support business mentoring and training services	100%		Partnered with NSW Dept Primary Industries Climate Change Research Strategy to conduct an Energy and Recovery Forum in April.	Executive Assistant
3.1.2.3	Advocate for employment opportunities with new and existing business/industry and local training	Continue to promote the buy local policies and invest in attracting new business to improve employment	100%		Business newsletter issued March 2020 and distributed digitally via database and posted to Council's website. Buy Local article included in Council's community newsletter. Business alert emails issued during fourth quarter.	Executive Assistant

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
3.1.2.4	Review the provision of Council's services and take action to address services that impede the smooth operation of local businesses	Investigate and adopt an option that allows remote access to Council's Culcairn Waste Management Facility	100%		Tender prepared and ready for advertising.	Director Environment & Planning
3.1.2.5	Council look for opportunities to address organic material in the waste stream	Investigate funding opportunities to process organic materials	50%		Council staff are researching options to investigate delivery of an organic service	Director Environment & Planning




3.2: Our towns and villages are revitalised

3.2.1: Implement inclusive and accessible Small Town Revitalisation Initiatives for all villages and towns as part of the Master Planning Process

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
3.2.1.1	Undertake community consultation and undertake data collection and research to inform amendments to GHLEP 2012	Investigate options for amendments to GHLEP 2012 to support more opportunities for residential development	90%		The first individual planning proposal has been submitted and there are some issues to address.	Director Environment & Planning
3.2.1.2	Continue to support and develop sporting facilities and other community infrastructure	Provide assistance to community groups in the development of funding applications	100%		Provided grant writing workshops in all towns to support applications for November 2019. Successful	Manager Community Services
		Promote Council's loans to community groups policy to encourage maximum uptake of available low interest loans	100%		Policy promoted during discussions with community groups. Two loans approved during 2019/2020	Manager Community Services
3.2.1.3	For Council to lead the strategic direction for each town and village	Develop a community development charter and facilitate community workshops in	0%		No action to date	Manager Community Services

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
		individual towns and villages with a view to reviewing current or developing plans				





3.2.2: Develop a New Resident Attraction Strategy for Greater Hume Shire and expand new residential estates





DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
3.2.2.1	Promote residential development	Investigate the cost of residential land developments	75%		Works substantially completed on the Business Case for the proposed Culcairn Residential Subdivision. Strong interest in the Walla Walla Subdivision with two (of seven) Lots sold to 30 June 2020.	General Manager
		Investigate the cost of construction for residential land developments and initiate where approved by Council	90%		Business Case and supporting studing substantially complete to enable the lodgement of an application for a Low Cost Loan subsidy from NSW Department of Planning.	General Manager
3.2.2.2	Attract new residents to the shire	Continue partnership with Country Change program auspiced by RDA Riverina	100%		Council participated in Country Change digital promotion during the year. Country Change is a RDA Riverina initiative, designed to build a future workforce and reinvigorate local communities, with the objective to attract individuals and families considering a move out of metropolitan areas. June was 'Greater Hume' featured month. Website countrychange.com.au . Digital campaign included newsletters, posts and imagery on social media platforms Facebook	Executive Assistant




DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
					<p>and Instagram. Officer produced 3 x case study story telling, key article on featured newcomers Tim and Kelly Glass of Jayfields Nursery. Webinar with Mayor, Cr Wilton, various posts highlighting messages of affordable housing, jobs, work life balance.</p> <p>Results: Website - 2,389 page views, Facebook - reach 13,440 paid, 69,704 organic, - engagements 4,244, - likes 3,375.</p>	
		Develop new resident attraction strategy and collatorals	50%		New Resident Attraction Strategy - have commenced new photography bank for this project. Preliminary costings for a print collatoral to hand. Interrupted by Green Valley bush fire and COVID.	Executive Assistant




3.3: Increased number of visitors enjoy our shire


3.3.1: Develop a local tourism operator forum and strategy

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
3.3.1.1	Implement the Greater Hume Shire Visitor Experience Plan	Encourage development, promotion, funding and management skills of events which are family orientated, locally led and unique.	100%		Most events in Greater Hume cancelled for 2020 due to COVID 19. Planning for 2021.	Executive Assistant Tourism & Promotions
		Support Greater Hume Shire's tourism operators and event organisers to participate in Awards at local, regional, state and national level.	100%		Awards for 2020 on cancelled due to COVID 19.	Executive Assistant Tourism & Promotions
		Identify and develop interpretational signage for towns/villages, attractions and historical areas.	100%		Ongoing as required.	Executive Assistant Tourism & Promotions
		Work collaboratively with local, state and federal governments and organisations to enhance our visitor experience.	100%		Currently working with Murray Regional Tourism and Destination Riveirna	Executive Assistant Tourism & Promotions

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
					Murray on COVID 19 crisis management.	
		Create an ambassador/famil program and develop workshops to promote the visiter experience.	100%		On hold until later in 2020.	Executive Assistant Tourism & Promotions
		Ongoing development of Visitor Information Point network, with a greater emphasis on communication, training and famils	100%		On going support through COVID 19.	Executive Assistant Tourism & Promotions
		Redevelopment of visitgreaterhume.com.au through OpenCities including ATDW and corporate pages.	100%		Visit Greater Hume is live and data is constantly being imported onto the site.	Executive Assistant Tourism & Promotions
		Liaise with media by offering to arrange interviews, testamonials, new developments, special events, awards, articles, photography or regular spots on radio and TV or articles in print and social media.	100%		Ongoing, mostly through social media and via Destination NSW Love NSW campaign.	Executive Assistant Tourism & Promotions

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
		Continue to promote Greater Hume Shire's social media presence on Facebook and develop resources (eg photography and film) to expand into other sites such as twitter, Google maps, YouTube, Instagram and Pinterest.	100%		Achieved and ongoing - social media is now an integral part of Greater Hume communication. Now have 2095 followers to Greater Hume Council facebook page and 556 to Greater Hume's instagram page.	Executive Assistant Tourism & Promotions
		Develop self drive and walk/bike/ride tour itineraries incorporating historical and environmental attractions in towns/villages and shire.	100%		currently being incorporated into a new visitgreaterhume guide.	Executive Assistant Tourism & Promotions
		Incorporate into budget attendance/presence at specialist events such as caravan and camping shows, travel shows and other specialist events by either tourism staff or operators.	100%		Henty Machinery Field Days has been cancelled for 2020. Participating in the new virtual Melbourne Caravan and Camping Show in September 2020.	Executive Assistant Tourism & Promotions

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
		Greater Hume Tourism Public Forums held quarterly in different community locations where tourism operators, event organisers and interested members of the public are invited to discuss current tourism trends, initiatives and opportunities	100%		ongoing - have also now developed monthly (sometimes fortuitously depending on information) newsletters to tourism operators which provide a lot of information on tourism and promotions in Greater Hume, this is proving to give a greater reach than tourism public forums	Executive Assistant Tourism & Promotions
		History and Heritage - Museums Program to provide guidance, training and expertise to our public and private museums and historical society's such as museum advisors, grants and volunteer and skill development workshops.	100%		Some museums have re opened, however for limited hours depending on the current COVID 19 situation. The Museum Adviser is still liaising with the museums on individual projects they are working on.	Executive Assistant Tourism & Promotions
		Natural Environment - Liaise with NSW Government agencies to further develop the natural areas of Lake Hume, Doodle Cooma Swamp, Gum Swamp,	100%		Through Destination NSW's Love NSW campaign, Woomargama National Park (which featured in	Executive Assistant Tourism & Promotions


DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
		Woomargama National Park, Murray River, Benambra National Park, Billabong Creek.			the campaign) has seen a big increase in visitors on the weekends. (information provided by Park Ranger)	
		Agri Tourism - Encourage individuals and agricultural businesses to development farm gate and niche produce and participation in Murray Regional Tourism's Food and Agri Tourism Program.	100%		On hold until end of 2020.	Executive Assistant Tourism & Promotions



4: Good infrastructure and facilities


Objective: Our development and maintenance is sustainable, environmentally responsible, accessible and enjoyed by our community.

4.1: Infrastructure and facilities meet the needs of our communities



4.1.1: Develop and implement five yearly Asset Management Strategy and Plans

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.1.1.1	Identify opportunities for external grant funding	Seek grant opportunities and advertise on Council's website	100%		Grants are advertised in newspaper and updated on website. Business related grants are emailed to the business database email list and where appropriate articles included in business newsletters.	Executive Assistant
		Council actively seeks and applies for grant funding for non-budgeted identified priority projects	100%		Council has been successful in the following major funding applications; Growing Local Economies - Coppabella Road \$7M, Cummings Road \$1.67M, Fellow Hills Road (\$1.044M);	General Manager


DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
					Holbrook Sporting Complex (\$0.7M Federal Gov. Building Better Regions, \$0.4M State Government Female Friendly Facilities). In addition Council has provided support for multiple community funding applications.	
4.1.1.2	Ensure investment in the upgrade of roads infrastructure is targeted and prioritised	Review and implement Council's Roads Strategy	60%		Road Strategy review has been delayed by other priorities. To be undertaken later in 2020. Council's annual resheeting and resealing programs have been completed for 2019/20 year as well additional resheeting program approved by Council	Director Engineering
		Continue to collect and record asset data in order to inform current and future	10%		Some work undertaken , however other projects have delayed review of AMP's	Director Engineering

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
		asset management strategies and plans				
4.1.1.4	Develop an Integrated Asset Management Plan for all of Council's assets	Review the Asset Management Policy	10%		Some work undertaken, with Asset management Policy to be reviewed later this year.	Director Engineering


4.1.2: Engage the community to develop Recreation Plan describing accessible and age friendly public facilities in our spaces and places
 Parks Playgrounds and Reserves Public Toilets Sporting Fields Swimming Pools Public Halls

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.1.2.1	Support with long term planning and maintenance at recreation grounds	Develop a master plan for sporting grounds in each of the five major towns incorporating drainage, irrigation and turfing options	100%		Masterplans have been developed for Henty and Jindera Sportsgrounds. Specific upgrades to sportsground ovals are being undertaken for Culcairn, Holbrook , Henty and Jindera Tenders are about to go to tender for sportsground upgrade	Director Engineering
4.1.2.3	Review current Public Toilet Upgrade Program and develop an upgrade program for playgrounds	Implement a process to review public toilet upgrade program and develop an upgrade program for playgrounds	0%		Review delayed by other priorities, and will be now planned to be undertaken in 2020/21	Director Engineering


4.1.3: Affordable, accessible housing supports the needs of the community

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.1.3.1	Continue to provide social housing and consider supporting housing for disadvantaged younger people and families linking them to local services for support	Review social housing facilities and develop a 5-year improvement works program	75%		Processes being established for all council housing and changes to legislation in 2019 being included. Forms and procedures for new residents updated	Manager Community Services


4.1.5: Improve streetscapes of our towns and villages

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.1.5.1	Develop and implement a street tree plan for each town and village	Map all street trees in towns and villages on Council's GIS mapping system	0%		This project has been delayed for commencement until staff are available to undertake project	Director Engineering


4.1.6: Expand waste water strategies into villages

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.1.6.1	Investigate and develop concept designs for waste water collection and treatment in Gerogery and Woomargama and Burrumbuttock	Scope and cost schemes in each of the identified villages	30%		Being completed as part of IWCM project to be completed in 2020/21	Director Engineering

4.1.7: Develop a Storm Water Capital Works Program


DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.1.7.1	Develop an Asset Management Plan for stormwater assets	Develop and Asset Management Plan	100%		Updated Stormwater AMP has been completed	Director Engineering

4.1.8: Mitigate against natural disasters (Flood and Bushfire Management)


DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.1.8.1	Implement strategies identified in the adopted Flood Plain Risk Management Plans and Bushfire Risk Management Plans with successful funding applications	Submit funding applications for flood and bushfire mitigation works and implement works if funding is successful	100%		Survey and Design Works completed for Culcairn, Henty and Holbrook flood management works. Funding has been received to undertake survey and design of Jindera and Walla Walla flood managements works. Jindera and Walla Walla have now commenced	Director Engineering

4.3: We minimise the impact on the environment


4.3.1: Waste Management Strategy incorporates recycling and carbon reduction actions

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.3.1.1	Develop a Waste Management Strategy that includes a transition to a waste facility with a Environmental Protection Licence	Undertake the adopted recommendations arising from the first year of Greater Hume Waste Strategy 2018-2023	100%			Director Environment & Planning



4.3.2: On-site Sewerage Management systems are environmentally sustainable

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.3.2.1	Continue to improve and monitor the management of onsite effluent disposal within the shire	Implement the On Site Sewerage Management (OSSM) Policy	90%		Inspections are ongoing with emphasis on pre-purchase inspections. Other approvals to operate have been issued.	Director Environment & Planning


4.3.3: Best practice waste water management


DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.3.3.1	Manage waste water and effluent in a sustainable manner	Provide and maintain sewerage disposal and effluent reuse systems that meet the needs of residents of the shire	100%		All sewerage systems are operating to required standards	Director Engineering

4.3.4: Best practice weed management


DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.3.4.1	Continue to support effective weeds management (private and public lands)	Actively participate in the Murray Weed Action Plan	0%		Council staff have been attending weed management meetings.	Director Environment & Planning
		Undertake inspections on private and public land to detect and assess weed infestations	100%		60 inspections undertaken in final quarter.	Director Environment & Planning

4.3.5: Drive energy efficiency with implementation of renewable and efficient assets and resources


DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.3.5.1	Investigate opportunities to reduce the energy and water costs at Council's sporting facilities	Installation of energy saving infrastructure at recreation grounds across the shire as recommended by the energy audit	5%		Review of energy use at all recreation grounds being investigated, to determine if installation of energy savings infrastructure is feasible This is still a work in progress	Director Engineering

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.3.5.2	Develop an energy efficiency plan for all Council assets and facilities including Council's small plant fleet	Undertake an energy efficiency upgrade at Council facilities nominated within the 2019/2020 operational budget. Swimming Pools, Sewer Pump Stations	85%		All installations within the delivery plan have been provided.	Director Environment & Planning

4.3.6: Manage water resources and water quality responsibly

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.3.6.1	Implement the program of works identified in the Drinking Water Quality Management Plan	Implement the program of works identified in the Drinking Water Quality Management Plan for 2017/2018	100%		Works identified in Plan are being implemented as required	Director Engineering

4.3.7: Manage and protect significant environmental assets across the shire

DP Action Code	DP Action	Action	Progress	Traffic Lights	Comments	Responsibility
4.3.7.1	For Council to be proactive in relation to environmental management practices	Promote household hazardous waste collection at a number of sites across the shire (program being run by RivJO in 2019/2020)	0%			Director Environment & Planning